

Annotated Outline of a PMP

SECTION TITLE	KEY ISSUES TO ADDRESS	ADS / REQUIREMENTS	OTHER COMMENTS
SECTION 1: INTRODUCTION			
Background	<ul style="list-style-type: none"> ▪ State the AO and IRs covered by the PMP. ▪ Describe how PMP was developed (e.g., in collaboration with implementing partners, with the assistance of USAID/Washington). ▪ Given an overview of how the PMP is organized. 	<ul style="list-style-type: none"> • Not required, but very useful to explain the development context. 	<ul style="list-style-type: none"> ▪ Keep the section short. No longer than a half page.
Guiding Principles	<ul style="list-style-type: none"> ▪ Describe the key principles that governed the development/use of the PMP. 	<ul style="list-style-type: none"> ▪ Recommended. ADS 203.3.2.2 lists key performance management principles and practices. 	<ul style="list-style-type: none"> ▪ Keep the section short. No longer than a half page.
Budgeting for Performance Management	<ul style="list-style-type: none"> ▪ Describe how the AO team will cover costs associated with performance management. ▪ Provide an estimate of how much of the AO budget that will be dedicated to performance management. 	<ul style="list-style-type: none"> ▪ ADS 203.3.2.3 recommends that Operating Units should: “Include sufficient funding and personnel resources for performance management work, including funds for capacity building in host country or local organization partners, in their budgets.” 	<ul style="list-style-type: none"> ▪ Keep this short. No longer than a paragraph. ▪ ADS 203.3.2.3 suggests allocating 5–10 percent of a program’s resources to performance management.
SECTION 2: RESULTS FRAMEWORK			
Graphical Representation	<ul style="list-style-type: none"> ▪ Provide a graphical representation of the Results Framework conveying the causal relationships between those results that are necessary and sufficient to achieve the desired outcome. 	<ul style="list-style-type: none"> ▪ ADS 201.3.8.3 requires that: “In planning a new AO, the AO team must develop a Results Framework to represent the causal relationships between the those results that are necessary and sufficient to achieve the desired outcome.” 	<ul style="list-style-type: none"> ▪ Typically, the graphic is one-page.
Development Hypothesis	<ul style="list-style-type: none"> ▪ Provide a narrative description of real and inferred logic that explains the causal linkages between 	<ul style="list-style-type: none"> ▪ ADS 201.3.8.2 requires that: “In planning a new AO, the USAID 	<ul style="list-style-type: none"> ▪ Can be as short as a few sentences or up to a page long.

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	intermediate results and the AO.	mission must describe the development hypothesis.”	
Critical Assumptions	<ul style="list-style-type: none"> Describe the fundamental assumptions underpinning the development hypothesis. Critical assumptions are defined as general conditions under which the development hypothesis will hold true. 	<ul style="list-style-type: none"> ADS 201.3.8.3 requires that Results Frameworks incorporate critical assumptions. These may also be expressed as risks or vulnerabilities. 	<ul style="list-style-type: none"> Keep this short – up to a half page.
SECTION 3: MANAGING THE AO FOR RESULTS			
Conducting Evaluations and Other Studies	<ul style="list-style-type: none"> Describe any evaluations or special studies that will be carried out over the life of the AO. 	<ul style="list-style-type: none"> ADS 203.3.6.1 requires that AO Teams “must conduct at least one evaluation aimed at understanding progress or lack thereof.” 	<ul style="list-style-type: none"> Description can be as short as one paragraph or be presented in a summary table. Keep the information updated.
Reviewing Performance Information – Ongoing Data Review, Portfolio Review, Other Reviews	<ul style="list-style-type: none"> Describe how the AO team/individual activity managers will review performance on an ongoing basis (e.g., review partner reports, do site visits). Describe the process for the annual portfolio review. Describe any other performance reviews that your AO team/mission might perform. 	<ul style="list-style-type: none"> ADS recommends that the PMP should describe plans for reviewing and using performance information and for monitoring the development hypothesis, critical assumptions, and context indicators (ADS 203.3.3.1.j). 	<ul style="list-style-type: none"> Can be brief – a half to one page.
Procedures for Assessing Data Quality	<ul style="list-style-type: none"> Provide an overview of the procedures that the AO team will use to assess data quality. Describe file maintenance system. Make note of any Data Quality Checklists used and include them as annexes. 	<ul style="list-style-type: none"> ADS 203.3.5.2 requires that data reported to Washington for must have had a data quality assessment within the three years before submission. ADS 203.8.4 requires that supporting documentation be maintained. 	<ul style="list-style-type: none"> The section need not be long, but should be covered adequately. Indicator-specific limitations and response actions should be noted on each Performance Indicator Reference Sheet.
Reviewing and Updating the PMP	<ul style="list-style-type: none"> State how frequently the PMP will be reviewed to determine whether updates are necessary. Describe the process for the review of the PMP. State how changes to the PMP (if any) will be documented. 	<ul style="list-style-type: none"> ADS 203.3.4.6 recommends “as part of the USAID/Mission’s Annual Portfolio Review Process, AO teams should update PMP regularly with new performance information as AOs develop and evolve.” 	<ul style="list-style-type: none"> Can be short and should be included because it helps to ensure that the PMP is up to date.

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Performance Management Task Schedule	<ul style="list-style-type: none"> Develop a summary schedule/ calendar that summarizes all the performance management tasks (as noted above) that the AO team will undertake. 	<ul style="list-style-type: none"> Recommended in ADS 203.3.3.1.j. Can be included as an annex. 	<ul style="list-style-type: none"> See ADS 203.3.3.1.j for a list of typical performance management tasks.
SECTION 4: INDICATOR REFERENCE SHEETS			
AO and IR Level Indicators	<ul style="list-style-type: none"> Fill out a Performance Indicator Reference Sheet for each indicator included in the PMP. 	<ul style="list-style-type: none"> A Performance Indicator Reference Sheet is a recommended format that captures key information about each PMP indicator on a single page. 	<p>Performance Indicator Reference Sheets typically include:</p> <ul style="list-style-type: none"> Baseline and target values (ADS 203.3.3.1.b) Source and data collection methods (ADS 203.3.3.1.d) Schedule of data collection and name of person responsible (ADS 203.3.3.1.e) Descriptions of known data limitations and steps to address them (ADS 203.3.3.1.f) Date of the most recent data quality assessment (ADS 203.5.3)
Summary Performance Data Table	<ul style="list-style-type: none"> Set up a Summary Performance Data Table that includes all your PMP indicators and their baseline, target, and actual values. 	<ul style="list-style-type: none"> Best practice. 	<ul style="list-style-type: none"> Providing a Summary Table facilitates reviewing performance information across the entire AO.
SECTION 5: NEXT STEPS	<ul style="list-style-type: none"> Document next steps (if any), timing, and responsible individuals. 	<ul style="list-style-type: none"> Best practice. 	<ul style="list-style-type: none"> Provide the date when the next steps were generated so that a future user of the document can easily determine whether the next steps are still applicable.
SECTION 6: ANNEXES	<ul style="list-style-type: none"> Append items that would be useful to users/ implementers of the PMP in annexes. 	<ul style="list-style-type: none"> Best practice. 	<ul style="list-style-type: none"> For example, if using a Data Quality Assessment Checklist, provide a copy.